

**CONFIDENTIAL**

25 July 1975

MEMORANDUM FOR: All NIOs and PP

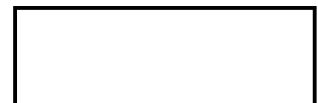
SUBJECT : NIO Relations with the Analytic  
Community

1. In order to continue good relations (which are, happily, the norm) and improve them in the few areas which need improvement, a number of points which came out of the D/OCI and DD/OCI's attendance at the 24 July NIO meeting are worth remembering. It is believed that conscious recollection of and attention to the following small points will go a long way toward eliminating existing minor problem areas and reducing the potential for new ones arising in the future.

2. Mr. Parmenter tactfully alluded to a feeling "by some analysts" that the NIOs take credit for their work. This feeling has little factual basis, but we all know how tender nerves can be on such matters. Despite your continuing efforts since the establishment of the NIO to assure personnel around the Community that this is not the case, this belief is still held by some (not just OCI). A simple procedure which would go far toward minimizing this feeling has been utilized by some NIOs, and we would commend it to all. The cover note to the requestor of a paper should include the name(s) and office(s) of the principal drafter(s) of the pieces. A copy of the note should then be routed to the person(s) involved.

3. The point on hold down of publications of selected memoranda prepared on sensitive subjects, for recipients sensitive to distribution of "their memorandum," or tied to a specific event or time frame -- President's

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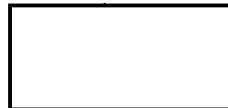
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or Kissinger's travels, etc. -- was well taken given analysts' and production offices' understandable penchant for wanting to get into print. All NIOs should try to ensure that the analyst involved and his/her front office are aware of any special considerations surrounding a memorandum. The NIO should be aware of any sensitivities involved and should make it clear when -- or if -- such a memorandum can be included in the publications.

4. Regarding the publishing in the NID and NIB of the Key Judgments/Conclusions of NIEs, SNIEs, NIAMS and Interagency Intelligence Memoranda, an agreement was reached early on that they would be printed verbatim or it would be clearly indicated they had been rewritten. They will appear in the publications on the day that the NIO-sponsored products are physically distributed so that consumers will have the benefit of the Key Judgments/Conclusions and access to the full documents virtually simultaneously. NIO/PP has responsibility for ensuring that the final version of the Key Judgments/Conclusions is provided to [redacted] so that the NID/NIB items and the NIO-sponsored product will hit the street on the same day.

5. An area where the NIO can and, in some cases, does furnish an invaluable service to the analytic community is that of feedback. While it is acknowledged that this is an extremely difficult task, it is one that is vitally important. Any comment made by our customers downtown -- good or bad -- on the Community's analytic endeavors should be brokered back through the system so that as many of those involved will receive the benefit of the comment. A short note to the individual/office is all that is really necessary to provide this assistance to the analysts and their line managers. Where time is really tight and your schedule bursting, even a quick phone call will be of great help.



George A. Carver, Jr.  
Deputy for National Intelligence Officers

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